US ARMY CORPS OF ENGINEERS

New Orleans District

EEO Workshop

28 January 2003

Supervisor's Responsibility In The Equal Employment Opportunity (EEO)

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The Cold Within

Six humans trapped by happenstance
In black and bitter cold
Each one possessed a stick of wood,
Or so the story's told.

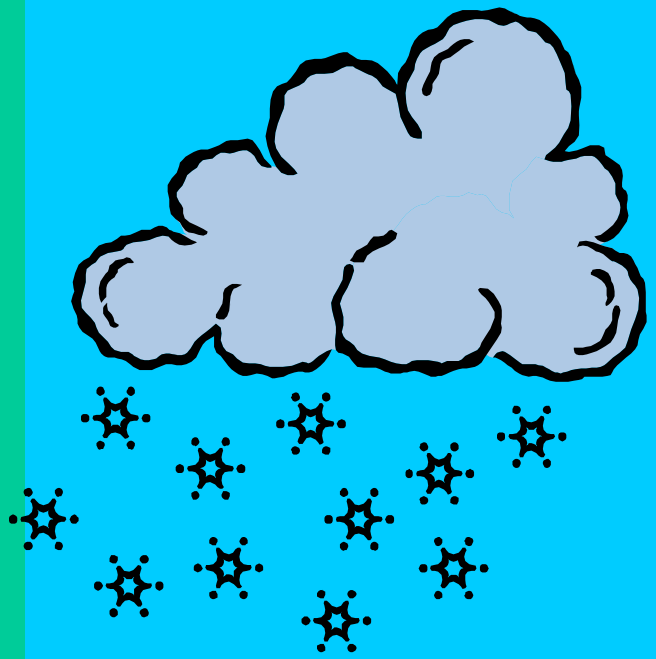
Their dying fire in need of logs,
The first woman held hers back,
For the faces around the fire
She noticed one of them was black.

The next man looking cross the way
Saw one not of his church,
And couldn't bring himself to give
The first stick of birch.

The third one sat in tattered clothes
He gave his coat a hitch.
Why should his log be put to use
To warm the idle rich?

The rich man just sat back and thought
Of the wealth he had in store,
And how to keep what he had earned
From the lazy, shiftless poor.

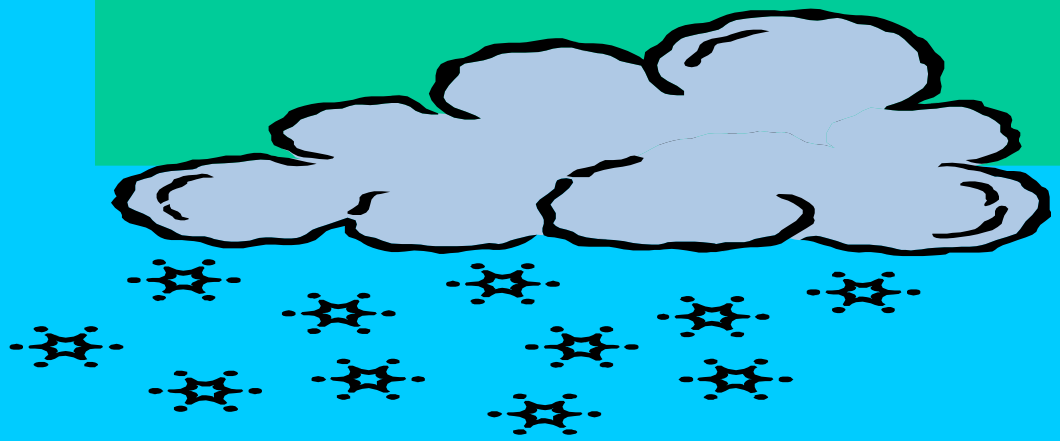
The black man's face bespoke revenge
as the fire passed from his sight.
For all he saw in his stick of wood
Was a chance to spite the white.



The Cold Within

And the last man of this forlorn group
Did not except for gain.
Giving only to those who gave
Was how he played the game.

The logs held tight in death's still hands
Was proof of human sin.
They didn't die from the cold without
They died from the cold within.



Chief's Policy

"Each individual deserves to be treated with dignity a
Any perception of unfair treatment, unequal consider
harassment detracts from individual effectiveness an
readiness."

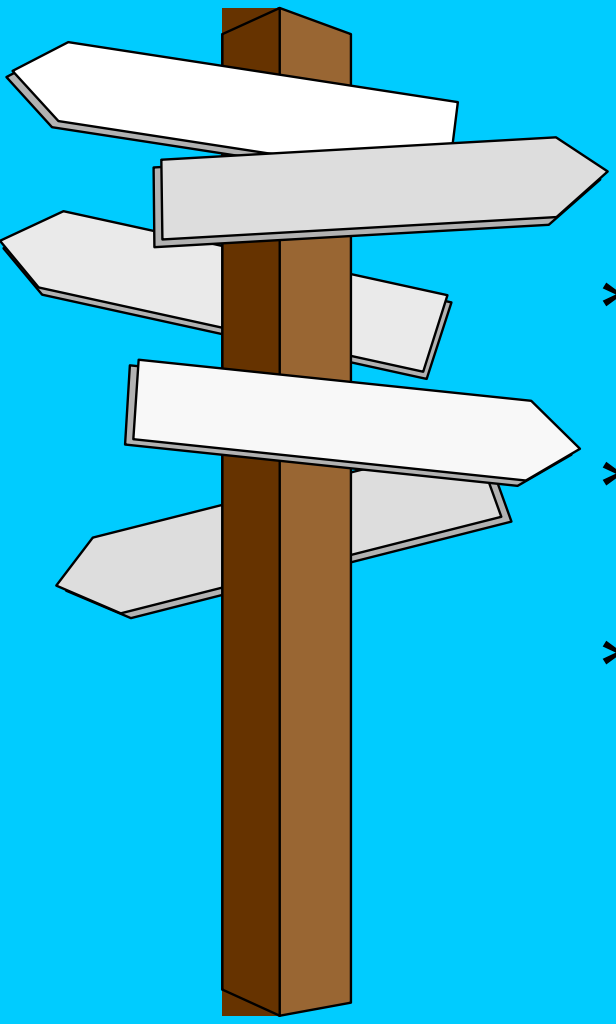
*** Commanders**

Role **Provide personal leadership through policy sta**
Affirmative Employment Program (AEP) review
analysis. Promote open communication.

- Provide sufficient resources. Publish clear,com
policy (s).

- Monitor EEO performance of managers and su

Major Function/Programs



* **Affirmative Employment Prog**
* **Special Emphasis Programs**
* **Discrimination Complaints**

(Alternative Dispute Resolution)

Affirmative Employment Prog

Primary Objectives

*** Full Representation in all Major Job Categories and Pay Levels**

*** Encourage Development of Skills Needed to Meet Current and Future Corps Mission Requirements**

*** Improve Likelihood of Attracting New Talent While Retaining More Experienced Workers**

Goal

Achieve a Work Force that is Representative of the Appropriate Civilian Labor Force

AFFIRMATIVE ACTION

A tool to achieve equal employment opportunity.
A program of self-analysis, problem identification,
data collection, policy statements, and elimination of
dis tory policies and practices, past and present.

GOALS

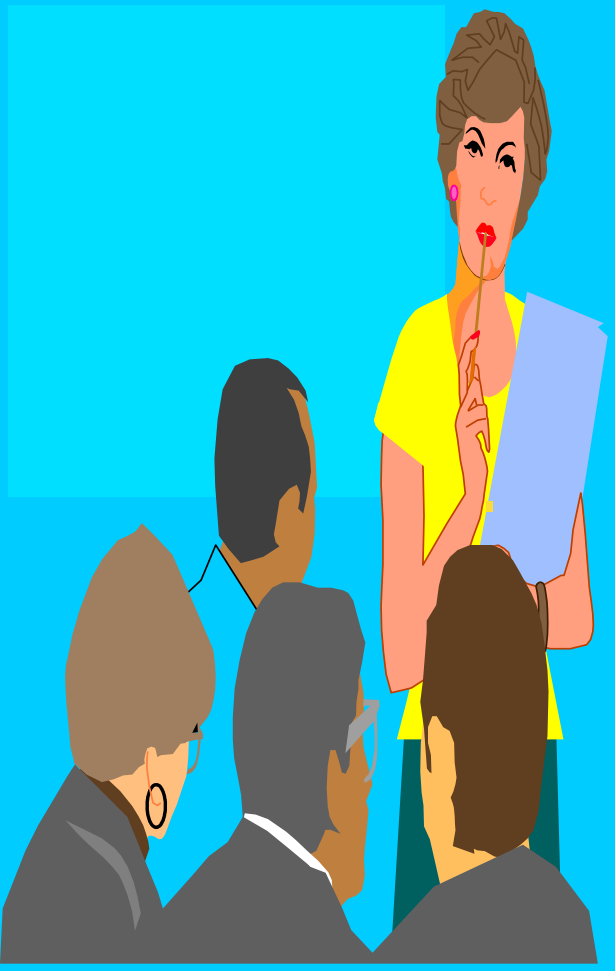
TIMETABLES

QUOTAS

UNQUALIFIED

REVERSE DISCRIMINATIO

Special Emphasis Programs



*** Federal Women's Program**

*** Black Employment Program**

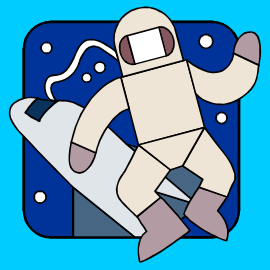
*** Asian American/Pacific Islander**

*** Native American Program**

*** Hispanic Employment Program**

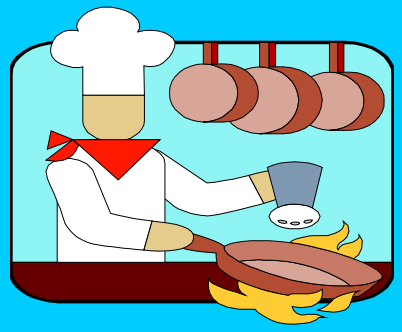
What Is Diversity?

* Differences



*Includes Ways People Are Differe

* Beyond Race/ Gender

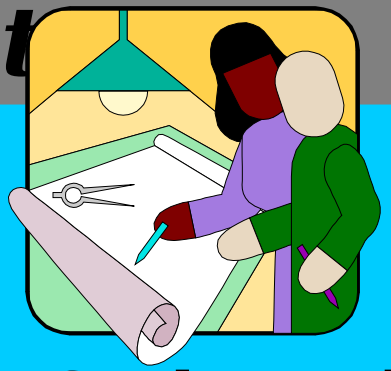


Dimensions of Diversity

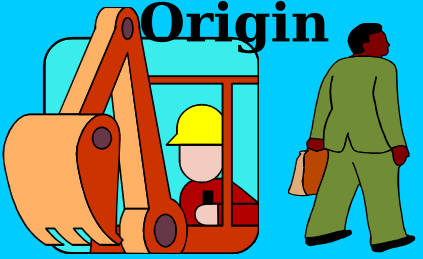
Broad Definition of Diversity

Geographic Origin

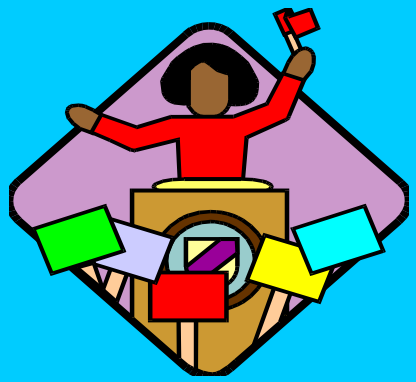
Education



Grade Level

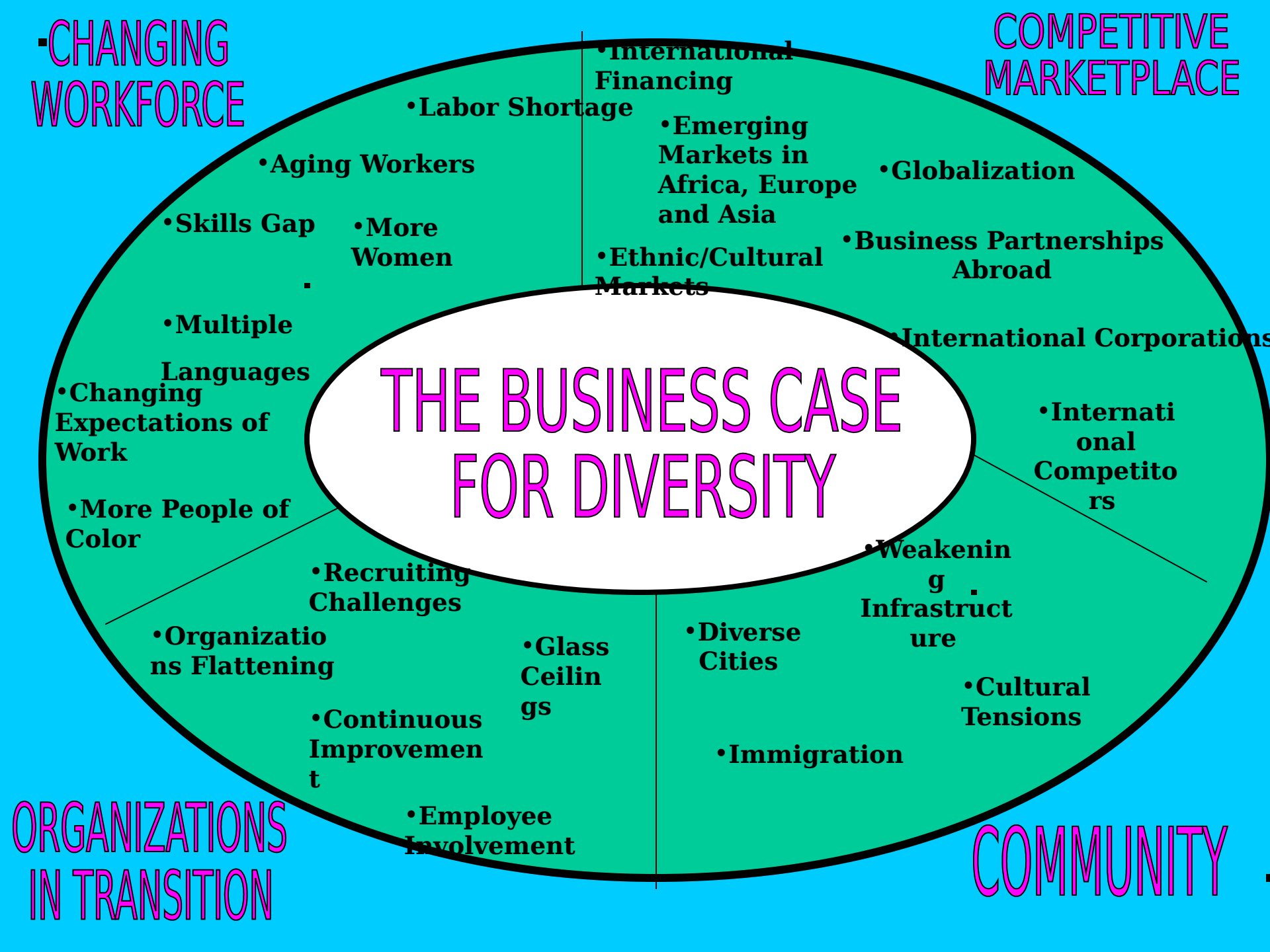


Occupation

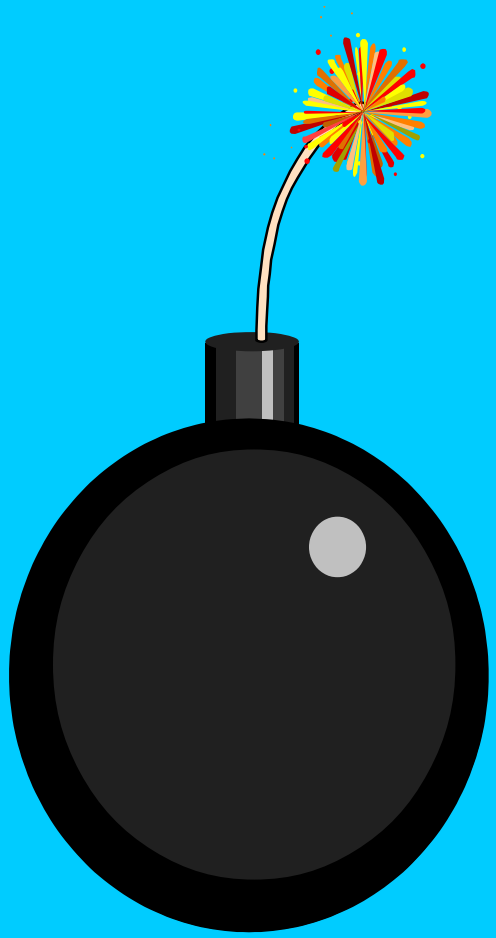


Organizational Change

Work Habits & Practices


CHANGING WORKFORCE
COMPETITIVE MARKETPLACE
ORGANIZATIONS IN TRANSITION
COMMUNITY
THE BUSINESS CASE FOR DIVERSITY
•Labor Shortage
•Aging Workers
•Skills Gap
•More Women
•Multiple Languages
•Changing Expectations of Work
•More People of Color
•International Financing
•Emerging Markets in Africa, Europe and Asia
•Globalization
•Business Partnerships Abroad
•Ethnic/Cultural Markets
•International Corporations
•International Competitors
•Weakening Infrastructure
•Cultural Tensions
•Immigration
•Diverse Cities
•Glass Ceilings
•Recruiting Challenges
•Organizations Flattening
•Continuous Improvement
•Employee Involvement

Discrimination Complaints



*** Who May File**
(Employee/Applicant/Contract Employee)

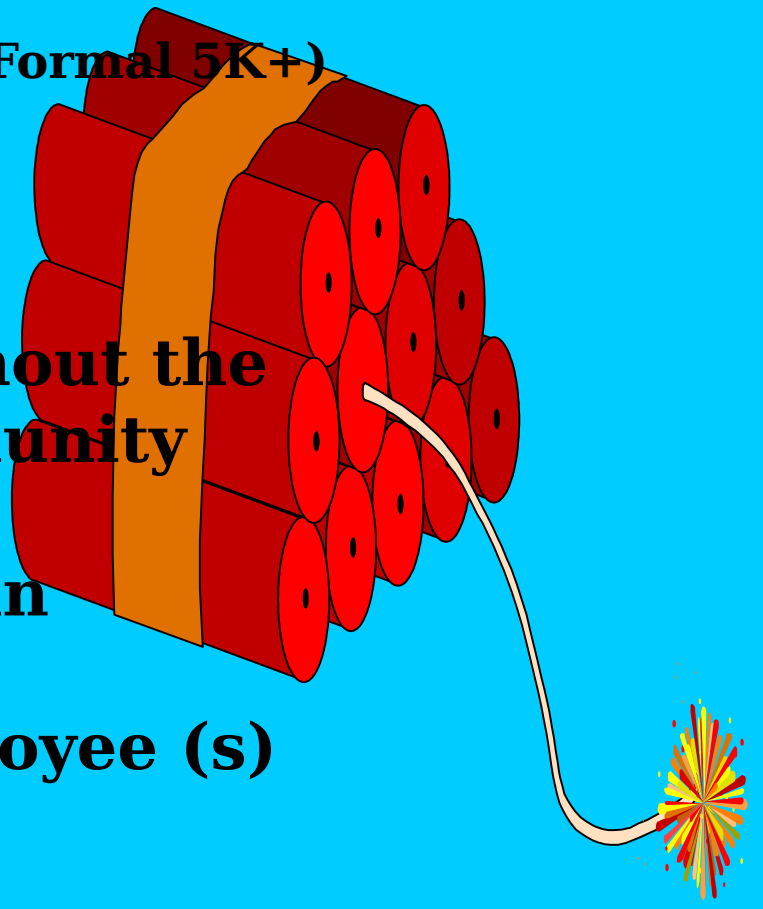
*** The Complaints Process**

***Alternative Dispute Resolution**
(Mediation)

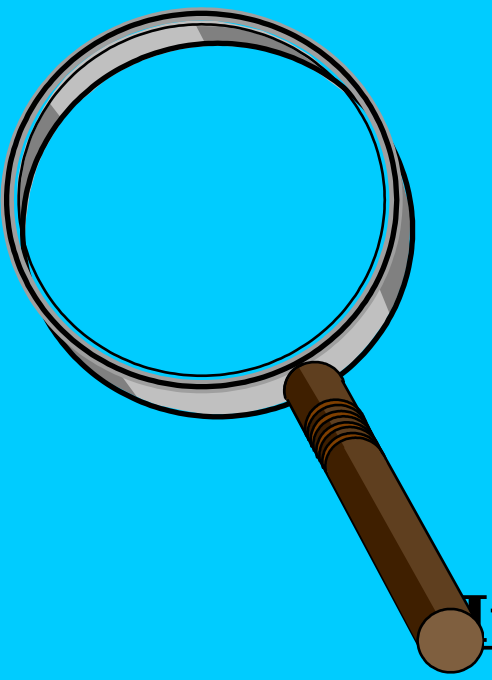
*** Sexual Harassment**

Failure to Address Employee (s) EEO Concerns

* **Costly (Informal $800 +) (Formal 5K+)**
* **Reduced Productivity**
* **Causes Chaos throughout the Workplace and Community**
* **Trust is Hard to Regain**
* **Loss of Valuable Employee (s)**
* **Mission Suffers**



Responsibilities



EEO Office

* Manage Complaint Process/ Advisor
* Ensure Complaints are resolved at earliest stage when possible
* Administer/Oversee ADR Program
* Accept/Dismiss Complaints
* Coordinate with OC/HR and appropriate Staff offices

Office of Counsel

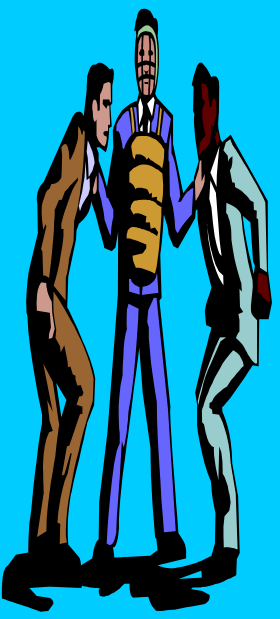
* Provides Legal Advice on EEO matters (CDR/EEO/
* After formal complaint is filed, Serve as Army Rep
* Coordinate with EEO Office/HR
* Draft or Review Proposed Settlements/Full Relief

Human Resource Office (HR)

* Ensure availability of Personnel Records/Docume
* Retain all relevant records
* Regulatory Guidance
* Coordinate with EEO/OC

Responsibilities

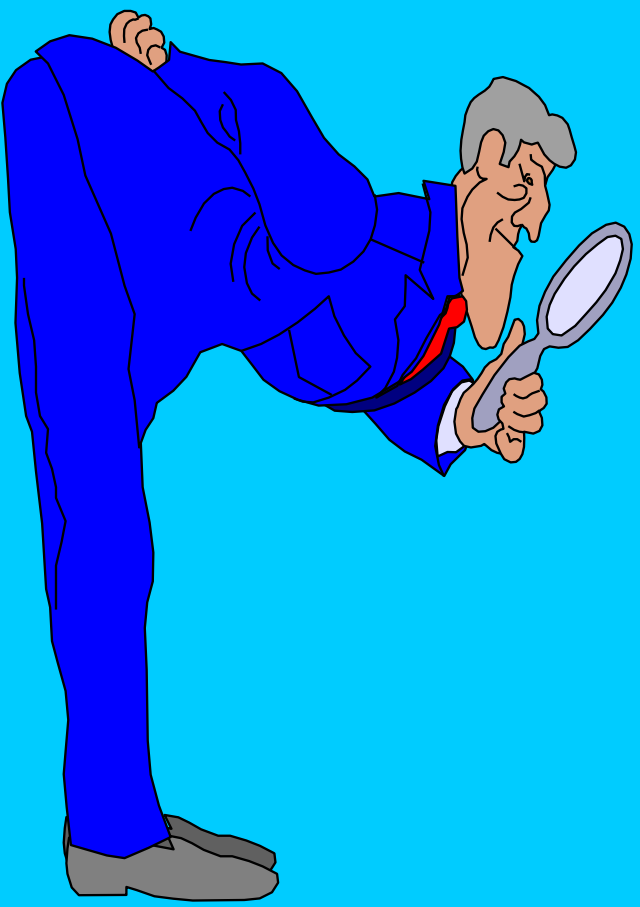
Managers and Supervisors



*** Act Promptly To Prevent/Correct Situations That Ma**
Complaints

- **Promote Open Communication**
- **Monitor Work Environment**
- **If Named As A “Witness” in the EEO Process…Coope**
- **“Witness” Entitled To A Representative**
- **Gather All Documents Related To The Issue**
- **Ensure Cooperation From Staff**
- **Participate In The ADR Process If Elected**

Leadership Initiatives



Develop a Plan to Examine Morale, Teamwork and Communication

Supervisors Accountable for the Health of Districts

Identify Aspiring Leaders - Mentor and Train

Provide Leader and Supervisory Development Training

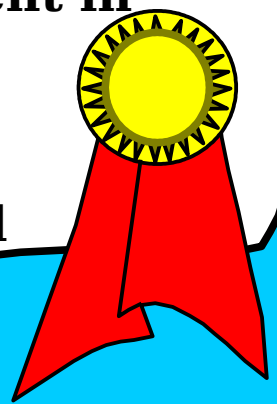
Leadership

NOT EVERY LEADERSHIP PROBLEM IS AN EQUAL EMPLOYMENT OPPORTUN ISSUE.....

BUT EVERY EQUAL EMPLOYMEN OPPORTUNITY PROBLEM IS A LEADERSHIP ISSUE !!

EEO Program Management

EEO must be a philosophy that is integral to every aspect of the Corps. It must be instilled into the very fiber of the U.S. Army Corps of Engineers, becoming inherent in all day-to-day practices and demonstrated continually at all levels.



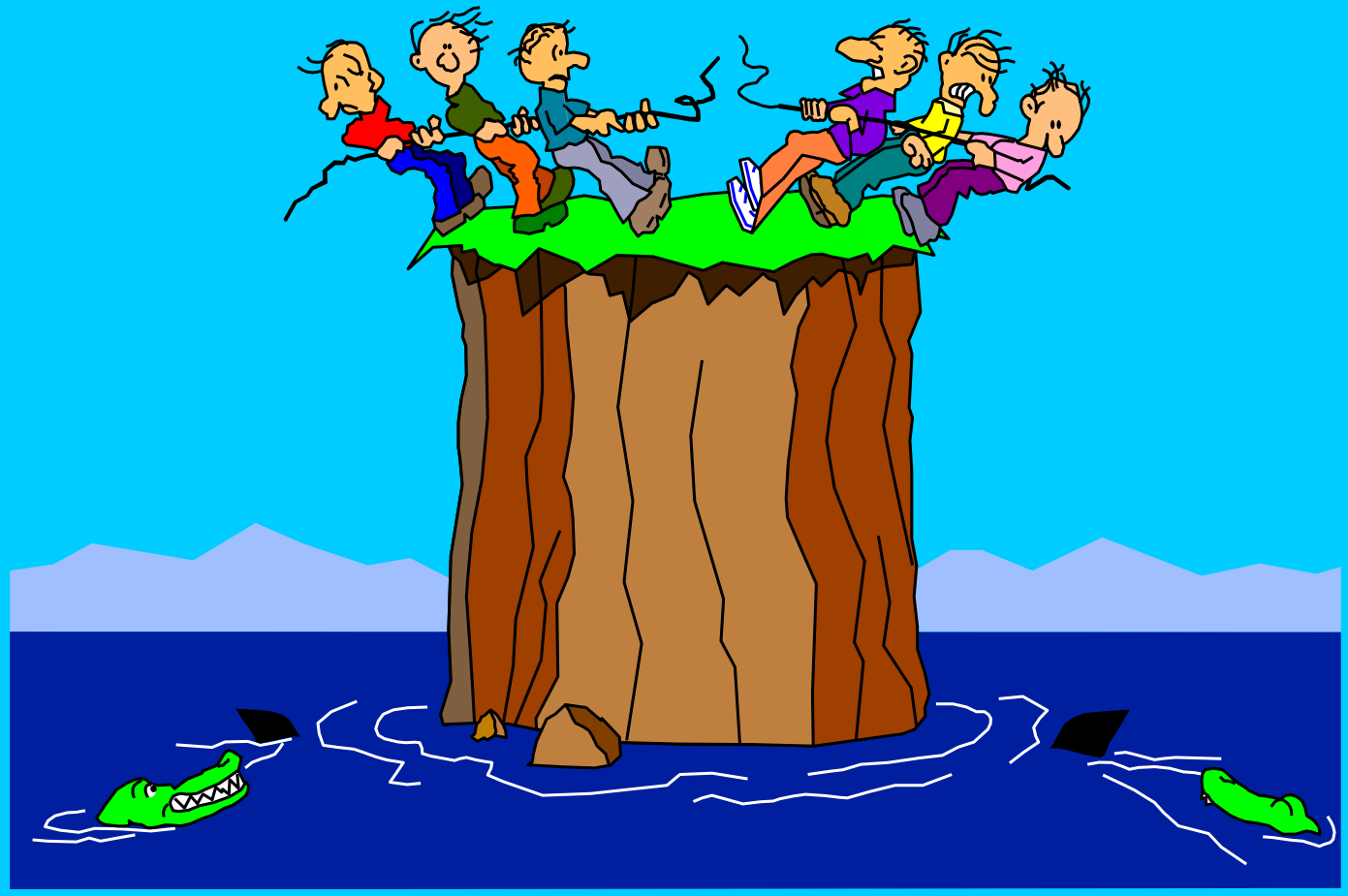
Commander

Supervisor

Team Leaders

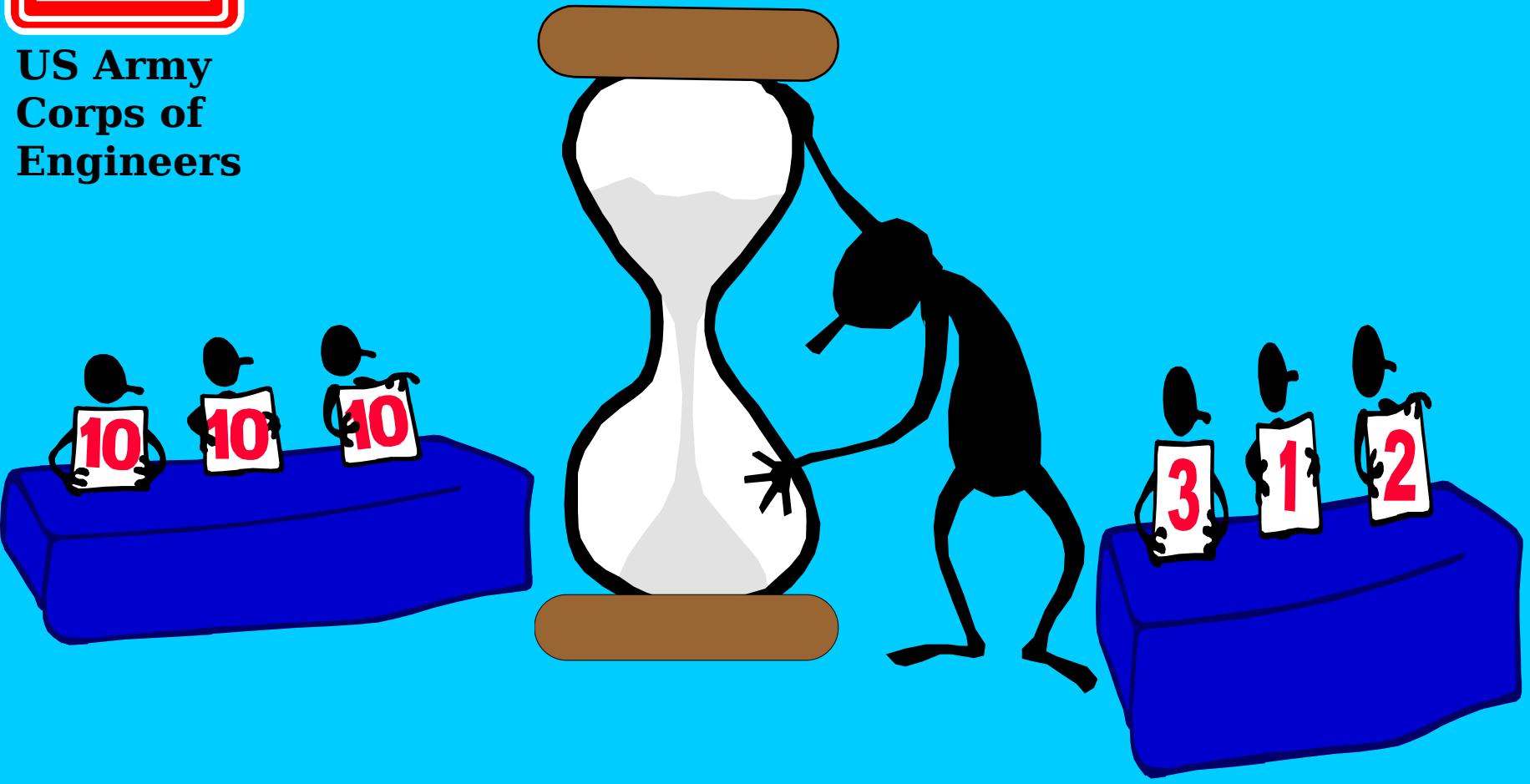
Employee

Working Together…. Or



US Army
Corps of
Engineers

MY TIME IS UP !!



QUESTIONS.....COMMENTS